Post Conflict Personnel Operations

DAPE-HRP-WB

Agenda

- **Timeline**
- **DCS Mission/Concept**
- **Deployment Cycle Support (DCS) Model**
- **Post Conflict DCS Phases**
- **DCS Critical Tasks by Phase, Provider, Proponent, & Location**
- **Tasks to Subordinate Units**
- **Tasks to Commanders at All Levels**
- **Personnel Tracking System**
- **DCS Installation Surge Team**
- **Resources**

Timeline

24 – 26 Apr 00	DoD DV Task Force Start date
29 Nov 01	DoD DV Task Force 2nd annual report
11 Jun – 23 Jul 02	Fort Bragg Domestic Violence incidents
4 – 6 Sep 02	EPICON 2nd visit to FT Bragg: follow up to complete data collection and analysis
29 – 30 Sep 02	CODEL at FT Bragg
1 Oct 02	EPICON Final Report
21 Nov 02	M&RA / G1 Tiger Team transitions to G1/M&RA DVTF 3-12
Dec 02	CODEL Follow-up to CA area as follow up to FT Bragg visi
30 Jan 03	RCI submits Domestic Violence Report
1 Feb 03	DoD DVTF submits Domestic Violence Report 3rd Year
28 Mar 03	Army G1 assumed lead from G3 for DCS
7 – 11 Apr 03	DCS Planning Conference, FT Bragg, NC
21 Apr – 2 May	MACOM CONPLAN Staffing
291200APR03	**Suspense for Responses on any Briefing Issues**
2nd wk of May (T)	CONPLAN decision brief to CSA
TBD	Final publication of CONPLAN
TBD	Supporting resources in place to execute
On Order	Execution

Mission

On order, The Army conducts personnel operations in order to reintroduce Army personnel into pre-conflict environments to facilitate reconstitution of families, Soldiers' and deployed civilians' individual lives, and the force.

Concept

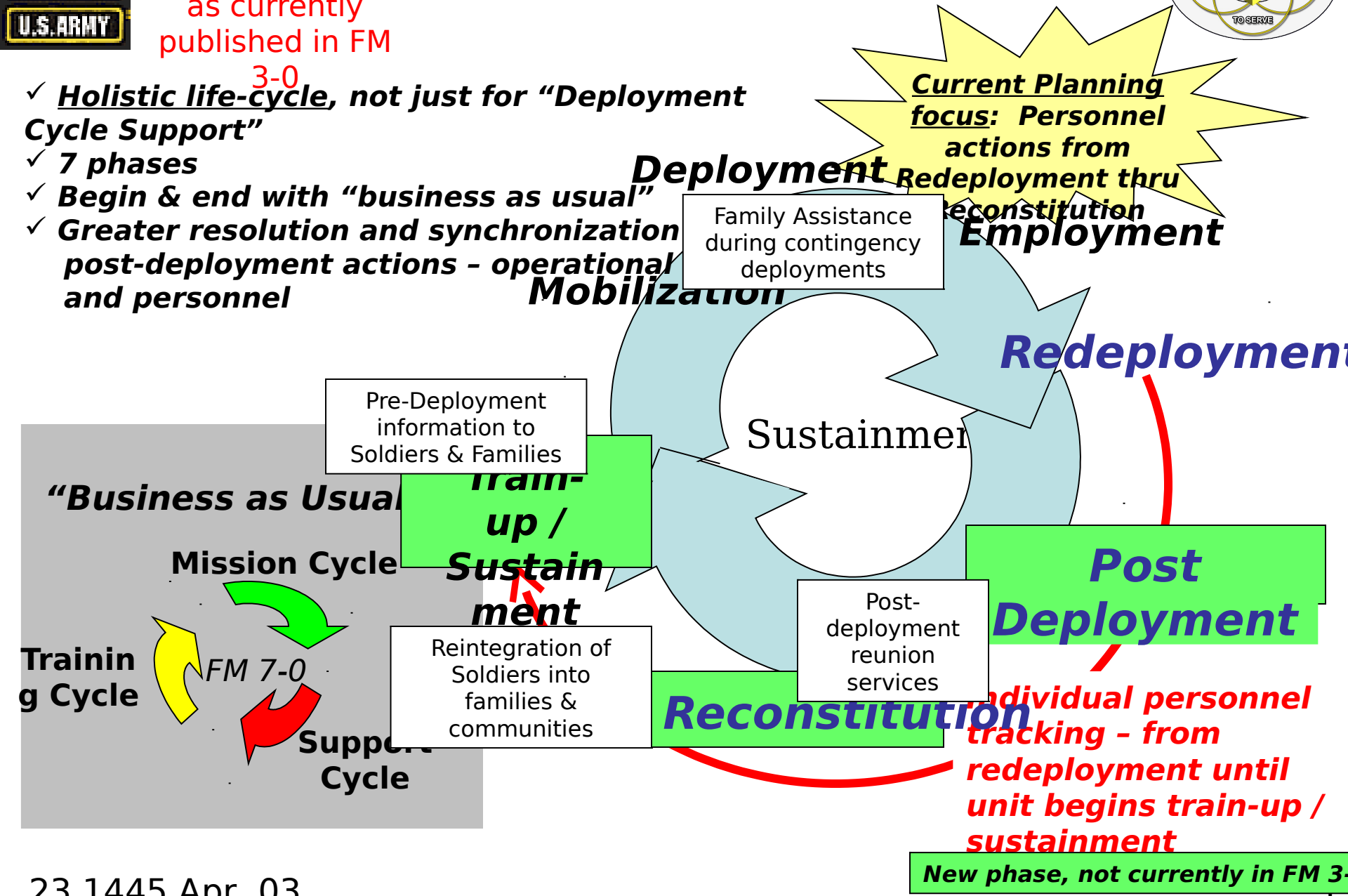
These operations are conducted in depth beginning in-Theater, continuing at Demobilization Stations, and with sustainment at Home Stations. The Army establishes required policies, provides necessary resources and provides external subject matter expertise and training support packages in support of the chain of command. The Army communicates the plan and establishes the means by which to account for and track all personnel throughout the process.

Deployment Cycle Support Model

This modifies Army doctrine as currently published in FM 3-0

- ✓ ***Holistic life-cycle, not just for "Deployment Cycle Support"***
- ✓ ***7 phases***
- ✓ ***Begin & end with "business as usual"***
- ✓ ***Greater resolution and synchronization post-deployment actions – operational and personnel***

Current Planning focus: Personnel actions from Redeployment thru Reconstitution



Post Conflict DCS Phases

Post Conflict Personnel Operations are conducted in three phases:

1. **Redeployment**: Units and material reposture themselves in the same theater; transfer forces and material to support another JFC's operational requirements; or return personnel, equipment , and material to the home (AC) or demobilization (RC) station upon completion of the mission.

2. **Post Deployment**: Begins with arrival at home station (AC) or DEMOB station (RC), includes actions to recover equipment, personnel and demobilization activities. Ends with release from recovery mission (AC) or arrival at home station (RC). Individual redeployment and demobilization processing (reverse SRP, medical screening, DCS process).

3. **Reconstitution**: Reconstitute the force; includes family readiness, reintegration of soldiers into families and communities, equipment maintenance, decompression, and soldier readiness.

DCS Critical Tasks (1 of 6)

Ph		Task	Provider	Proponent	Location
1	P	Ensure units that experienced significant losses do not skip DCS tasks	Army Component Commander	DA G1	In Theater
1	P	Provide DCS support in Primary Care Clinics/cells at DEMOB sites/centrally (DHCC) to assist & remain engaged with AC/RC soldiers & family members who have medical problems/exposures/other deployment related concerns.	OTSG	OTSG	Home Station
1	P	All early returning Soldiers and civilians are identified to the rear detachment commander and are provided contact information	Unit Leadership, In-theater approval authority, Army Component Cdr	DA G1 (PERSCOM, AR-PERSCOM)	In Theater
1	P	Deploy DCS MSTs in support of remote or austere locations and troop surges	CONUSA	OTSG (OCCH & OTJAG assist)	Home Station
1	E	Provide health threat brief	Unit Leadership (Medical staff)	OTSG	In Theater
1	P	Document exposures in Theater (DD 2796, Post Deployment Health Assessment)	Unit Leadership (Medical staff)	OTSG	In Theater (on soldiers redeploying)

1 = Redeployment
2 = Post Deployment
3 = Reconstitution

E = Educate
A = Assess
P = Perform

DCS Critical Tasks (2 of 6)

Ph		Task	Provider	Proponent	Location
1	P	Unit commander execute / certify DCSP redeployment checklist completion to first GO in chain of command. 1st GO in chain validates	Unit Leadership	DA G1	In Theater
1 2	P	Plan, coordinate, and execute reunion / homecoming ceremonies/activities.	Deployed unit parent HQs & installation HQs	ACSIM	Home Station
1 2	A	Identify any recently acquired negative health related problems	Unit Leadership, Medical Health System	OTSG	In Theater/ Home Station
1 2	P	Complete LOD investigations	Unit Leadership	DA G1	In Theater/ Home Station
1 2	A	Establish squad level assessment of soldier distress level	Unit Leadership	OTSG	In Theater/ Home Station
2	A	Initial TB test and 90-day TB test	MEDCOM	OTSG	Home Station

DCS Critical Tasks (3 of 6)

Ph		Task	Provider	Proponent	Location
2	A	Complete all appropriate healthcare related assessments and treatments to include completion, review, submission, and placement of permanent medical record the DD 2796 and 2795, documentation of exposures in theater, special medications such as PB as anti-malarials, interviews on environmental and occupational exposures, medical record reviews, and appropriate medical tests to include the TB tine test IAW current HA direction. Visits related to deployment shall be coded within the patient tracking system as V70.5_6.	MEDCOM	OTSG	Home Station
2	A	Conduct medical record review	MEDCOM	OTSG	Home Station
2	A	Screen behavioral health records (where existing)	MEDCOM	OTSG	Home Station
2	P	Revalidate driver / safety training	Unit Leadership	Army Safety Center	Home Station

DCS Critical Tasks (4 of 6)

Ph		Task	Provider	Proponent	Location
2	P	Convert identified RC soldiers to ADME status	MEDCOM, DEMOB Station, Unit Leadership, Installation AG	DA G1 (OTSG and ACSIM assist)	Home Station
2	E	Publish the leave schedule so that Soldiers and families can make plans	Unit Leadership	DA G3	Home Station
2	P	Preposition draft DD 214 at the DEMOB stations	Army Component Commander / Mobilization Station AG	DA G1	Home Station
2	P	Transfer from AC to RC for pay purposes	DEMOB Station	DA G1 (OCAR & ARNG assist)	Home Station
2	E	Provide information on transition entitlements / legal rights / SSRCA etc	OTJAG, DFAS	OTJAG (DA G1 assist)	Home Station
2	P	Educate Soldiers and family members regarding the impact of personnel policies (e.g.: STOP-LOSS, STOP-	DEMOB Station and Installation AG lead (Unit	DA G1 (OCAR & ARNG	Home Station

DCS Critical Tasks (5 of 6)

Ph		Task	Provider	Proponent	Location
2	P	Ensure that DD 3349 (Medical Profile) is completed prior to release from DEMOB Station/CRC	DEMOB Station, Unit Leadership	OTSG	Home Station
2	E	Inform army civilian employees of OWCP process for occupational illness and injury reporting.	CPAC	DA G1	Home Station
2	A	Identify single Soldiers without support systems.	Unit Leadership	DA G1	Home Station
2	P	Consider granting Time-Off Awards to returning DA civilians	Local Supervisors	DA G1	Home Station
2	P	Ensure leave is taken prior to REFRAD	Unit Leadership, DEMOB Station	DA G1	Home Station
2	P	Expedite allotment changes	Unit Leadership, Installation Personnel / Finance	DA G1 (ACSIM assist)	Home Station
2	P	Adjust BAH on returning AGRs	DEMOB Station	DA G1	Home Station
2	P	Provide advance pay for TCS service members with DoD charge cards to assist close out of travel cards before member reverts back to	DEMOB Station	DA G1 (OCAR & ARNG assist)	Home Station

DCS Critical Tasks (6 of 6)

Ph		Task	Provider	Proponent	Location
2	P	Reenroll in MGI Bill and state TA programs	Unit Leadership	DA G1 (OCAR & ARNG assist)	Home Station
2	P	Finalize disciplinary actions	Unit Leadership	DA G1 (OTJAG assist)	Home Station
2	P	Provide 1 week of half-day duty schedule following redeployment	Unit Leadership	MACOM	Home Station
2	P	Extend health care for deployment-related conditions to DA civilians	OTSG	OTSG	Home Station
2 3	P	Update individual's permanent health record with deployment health records	Medical Health System, RC Unit Leadership	OTSG	Home Station
3	A	Conduct leader counseling after block leave periods, and integrate DCS considerations	Unit Leadership	DA G1 (OTSG assist)	Home Station
3	P	Conduct family day activities at DEMOB Stations as close to redeployment date as possible	Unit Leadership, Installation Leadership	DA G1 (ACSIM assist)	Home Station

Specific Instructions

All agencies must work together in a united, coordinated effort to achieve the objectives set out in this plan. All MACOMS and HQDA Staff will examine existing policies and ensure that all policies support Soldier Reconstitution and that these policies and processes are coherent and coordinated by a clearly designated lead agent. **All MACOMs and HQDA Staff will review the DCS requirements in this plan, develop plans to implement DCS, and conduct a capability assessment associated with executing DCS requirements**. Specific attention will be paid to the resourcing requirements, by type, to effectively execute DCS. **MACOMs will cross-level internally to maximize efficiencies.** Once this is accomplished, MACOMs will coordinate with specific support provider commands (IMA, MEDCOM, CFSC) to determine what assets can be re-missioned to support a near term surge requirement for DCS. **Once all resources have been identified and re-missioned, MACOMs will provide HQDA**

FORSCOM

- Ensure DCS actions are completed for all FORSCOM units and individuals.
- As the primary gaining MACOM in CONUS, FORSCOM is the supported command for DCS support activities. Direct coordination is authorized with ARCENT for this purpose.
- Implement Army Risk Reduction Program with specific emphasis on unit level risk assessments.
- Conduct Unit Risk Inventory for each unit deployed to OIF within 90 days of arrival at Home Station.
- Produce and distribute a detailed guide to mobilization stations to ensure that all post deployment, and demobilization actions are properly completed and all records are updated for the period of active duty served.
- Provide guidance to all FORSCOM units on 7 day DCS POI.
- Provide information on 7 day DCS POI to other MACOMs.

TRADOC

- Ensure DCS actions are completed for all TRADOC assigned personnel deployed in support of OEF/OIF.
- Ensure DCS actions are completed within CONUS DEMOB Stations for all individual RC soldiers prior to completion of demobilization.

USAREUR

- Ensure DCS actions are completed for all USAREUR assigned personnel deployed in support of OEF/OIF, to include DA civilians.
- Implement Army Risk Reduction Program with specific emphasis on unit level risk assessments. Conduct Unit Risk Inventory for each unit deployed to OIF within 90 days of arrival at Home Station.

USARPAC

- Ensure DCS actions are completed for all USARPAC assigned personnel deployed in support of OEF/OIF, to include DA civilians.
- Implement Army Risk Reduction Program with specific emphasis on unit level risk assessments. Conduct Unit Risk Inventory for each unit deployed to OIF within 90 days of arrival at Home Station.

ARCENT

- Ensure Unit Risk Reduction Leader Tip Card is distributed to unit leader level in RAA.
- Ensure initial DCS activities are accomplished for individual returnees during redeployment activities.
- Ensure that procedures are put in place for tracking completion of required DCS actions in theater and that procedures are put in place to ensure that an effective, seamless handoff occurs with the gaining MACOMs.

USASOC

- Ensure Unit Risk Reduction Leader Tip Card is distributed to unit leader level in RAA.
- Ensure initial DCS activities are accomplished for individual returnees during redeployment activities.
- Ensure that procedures are put in place for tracking completion of required DCS actions in theater and that procedures are put in place to ensure that an effective, seamless handoff occurs with the gaining MACOMs

Army G1

- **Determine and publish policies for stabilization, Stop-Loss, Stop Movement, FSTE, promotions and professional development course attendance, and develop a plan for sustainment of Army capabilities that takes into account the need to balance all existing policies oriented on the well-being of soldiers.**
- **Review policies relative to provision of job assistance to RC soldiers. Identify policies and resources required to expand the ACAP program to RC soldiers. Coordinate activities with OSD Employer Support to Guard and Reserves (ESGR) to tap their available resources. Provide decision brief to G1 by 1 May 2003.**
- **Expand scope of Risk Reduction Program to address all units. Review URI instrument for modification / adaptation for post-OIF applicability. Develop Unit Risk Reduction Leader Tip Card for unit level leaders. Produce and distribute Unit Risk Reduction Leader Tip Card to AOR by 15 May 2003.**
- **Develop Post Conflict / Mobilization Checklist that incorporates DCS and deployment readiness factors.**
- **Produce and distribute Post Conflict / Mobilization Checklist to ARCENT and MACOMs by 1 May 2003.**
- **Evaluate current Army 1-800 telephone support mechanisms to determine the most effective and efficient use of resources for providing assistance to AC and RC Soldiers and families.**
- **ICW OTSG, develop and promulgate personnel policy regarding medical and dental evaluation and treatment requirements for demobilization of RC soldiers, to include conditions for which RC soldiers are required to remain on active duty for medical evaluation (ADME) to complete additional assessment and/or treatment.**
- **ICW MACOMS, develop, promulgate policy regarding the tracking and execution of DCS for personnel returning on emergency leave.**
- **Integrate elements of the NCO leader/mentor policy and program with the ASIST program for deployed units to assist in identification of post-conflict issues and referral options for soldiers.**

DARNG

- **ICW Army G-1, determine the impact of polices for RC Stop-Loss, delayed promotions and professional development schooling, and develop a plan for sustainment of ARNG capabilities in support of The Army taking into account the need to balance current policies and Solider Well-Being.**
- **Assist Army G1 in the development of the Unit Risk Reduction leader Tip Card to ensure incorporation of unique aspects of the ARNG.**
- **ICW Army G1, provides information on State sponsored 1-800 capabilities in support of assistance programs that may be utilized by both AC and RC Soldier and family members.**
- **Assist OCCH and OTSG with additional available chaplain and medical resources in support of the DCS Mobile Support Team for use at remote and austere locations and troop surges.**
- **Ensure conduct of Reunion Training for units, individual and family members using a standard POI developed in coordination with OCCH and CFSC.**
- **Assist OTSG to ensure Soldier and family members are provided information on Tricare benefits, eligibility, and insurance options post-deployment.**
- **Coordinate with OTSG in tracking ARNG soldiers required to remain on Active Duty for Medial Evaluation (ADME) ensuring that these soldiers complete all required DCS processing prior to release to State control.**
- **Identify low density MOSs with high PERSTEMPO that place them at high risk.**
- **Provide Army G1 with analysis of potential issues and recommendations associated with these high risk MOSs.**
- **Identify units and individuals with high PERSTEMPO and provide analysis of potential issues and recommendations associated with these units/individuals.**
- **Assist CFSC to ensure adequate distribution of educational materials regarding school age children and adjusting to the return of deployed parents.**
- **ICW FORSCOM develop an ARNG focused DCS POI to accomplish the mission in the FORSCOM 7 Day DCS POI.**

OCAR (USARC)

- **ICW Army G-1, determine the impact of polices for RC STOP-LOSS, delayed promotions and professional development schooling, and develop a plan for sustainment of USAR capabilities in support of The Army taking into account the need to balance current policies and Solider Well-Being.**
- **Assist Army G1 in the development of the Unit Risk Reduction leader Tip Card to ensure incorporation of unique aspects of the USAR (or assist in developing a separate RC focused card.)**
- **ICW Army G1, provide information on USARC sponsored 1-800 capabilities in support of assistance programs that may be utilized by both AC and RC Soldier and family members.**
- **Assist OCCH and OTSG with additional available chaplain and medical resources in support of the DCS Installation Team for use at remote and austere locations and troop surges.**
- **Ensure conduct of Reunion Training for units, individual and family members using a standard POI developed in coordination with OCCH and CFSC.**
- **Assist OTSG to ensure Soldier and family members are provided information on TRICARE benefits, eligibility, and insurance options post-deployment.**
- **Coordinate with OTSG in tracking USAR soldiers required to remain on ADME ensuring that these soldiers complete all required DCS processing prior to release to USAR RSC control.**
- **Identify low density MOSs with high PERSTEMPO that place them at high risk. Provide Army G1 with analysis of potential issues and recommendations associated with these high risk MOSs.**
- **Identify units and individuals with high PERSTEMPO and provide analysis of potential issues and recommendations associated with these units/individuals.**
- **Assist CFSC to ensure adequate distribution of educational materials regarding school age children and adjusting to the return of deployed parents.**
- **ICW FORSCOM develop a USAR focused DCS POI to accomplish the mission in the FORSCOM 7 Day DCS POI.**

Office of the Chief of Chaplains (OCCH)

- Assist G1 in development of Unit Risk Reduction Leader Tip Card.
- Develop the Chaplain component of the Army DCS Installation Team in support of remote or austere locations and troop redeployment surges. Be prepared to deploy chaplain assets as a part of this coordinated DCS Installation Team in support of remote or austere locations and troop redeployment surges.
- Ensure that a common POI is utilized for all Reunion Training. Ensure that soldiers redeploying through medical channels are provided Reunion Training through MEDCOM chaplains. Assist CFSC in providing Reunion Training to family members. Provide information to the larger “community of faith” on what The Army is doing for Reunion Training.
- Provide resources to deployed Unit Ministry Teams to conduct marital enrichment evaluations and reunion training.

Office of the Surgeon General (OTSG)

- Assist G1 in development of Unit Risk Reduction Leader Tip Card
- Implement DCS process for Soldiers and DA civilians redeployed and/or redeploying through medical channels. Direct execution of DCS within MHS at treatment facilities for individuals who are in-patient.
- Track DCS for Soldiers evacuated through medical system through fields on TRACE2S and PARRTS. Provide the G1 with a clearly defined workaround to ensure that individual soldiers redeploying are properly tracked through the DCS process.
- Coordinate with TRICARE Management Activity for development of information materials for educating RC soldiers on TRICARE benefits, eligibility, and insurance options post deployment.
- Distribute TRICARE information to installation DEMOB Stations.
- Develop TRICARE counselor information sheet for use by benefits advisors to explain RC benefits.
- Develop DCS Installation Support Team in support of remote or austere locations and troop redeployment surges.

OTSG (Cont'd)

- Develop and deploy DCS Installation "train the trainer" teams and provide resource augmentation to theater for assistance in training care providers and leaders in theater.
- Ensure that behavioral health assets are in place at port of debarkation.
- Train select NCOs on unit leader/mentor program in theater.
- Provide technical support to G1 for development of personnel policy regarding medical and dental evaluation and treatment requirements for demobilization of RC soldiers, to include conditions for which RC soldiers are required to remain on active duty for medical evaluation (ADME) for completion of additional assessment and/or treatment.
- Develop "Normalization of Experiences" training/briefing for deployment to MACOMs, with information to G1. Deploy training to MACOMs by 15 May 2003.
- Develop "Signs and Symptoms of Distress" training/briefing for deployment to MACOMs, with information to G1. Deploy training to MACOMs by 15 May 2003.

ACSIM / IMA

- In support of FORSCOM, identify critical installation capacity issues associated with DCS, redeployment, and demobilization at all installations. Identify resources that could be “re-missioned” to provide surge support on each installation.
- Assist OTSG in identifying and resolving installation issues associated with DCS Installation Team in support of remote or austere locations and troop redeployment surges.
- Provide support to MACOMs as required. Coordinate directly with FORSCOM to ensure FORSCOM requirements are met.

PERSCOM

- Identify MOSs that are low density but have high PERSTEMPO that would place them at high risk. Provide analysis of potential issues associated with high risk MOSs to G1.
- Develop personnel support procedures and systems to track and provide positive hand off of individual returnees between deployed units, component commanders, medical facilities, and Home Station.

Community and Family Support Center (CFSC)

- Review policies relative to provision of job assistance to demobilizing RC soldiers. Identify policies and resources required to expand the ACS Employment Readiness Program to RC soldiers, post-mobilization.
- Develop ACS component of the Army DCS Installation Team in support of remote or austere locations and troop redeployment surges. Be prepared to deploy ACS assets as a part of a coordinated DCS Installation Team in support of remote or austere locations and troop redeployment surges.
- Assist G1 in development of Unit Risk Reduction Leader Tip Card, to include input of domestic violence information.
- Ensure that Family Readiness staffs are sufficient to accommodate the redeployment surge.
- Expand current Employee Assistance Program (EAP) support to include telephonic support contract for IRR and IMA soldiers and DA civilians returning from deployment, and their families. Produce and distribute an information brochure explaining the program to participants. Ensure information brochure is provided to DEMOB Stations.

CFSC (cont'd)

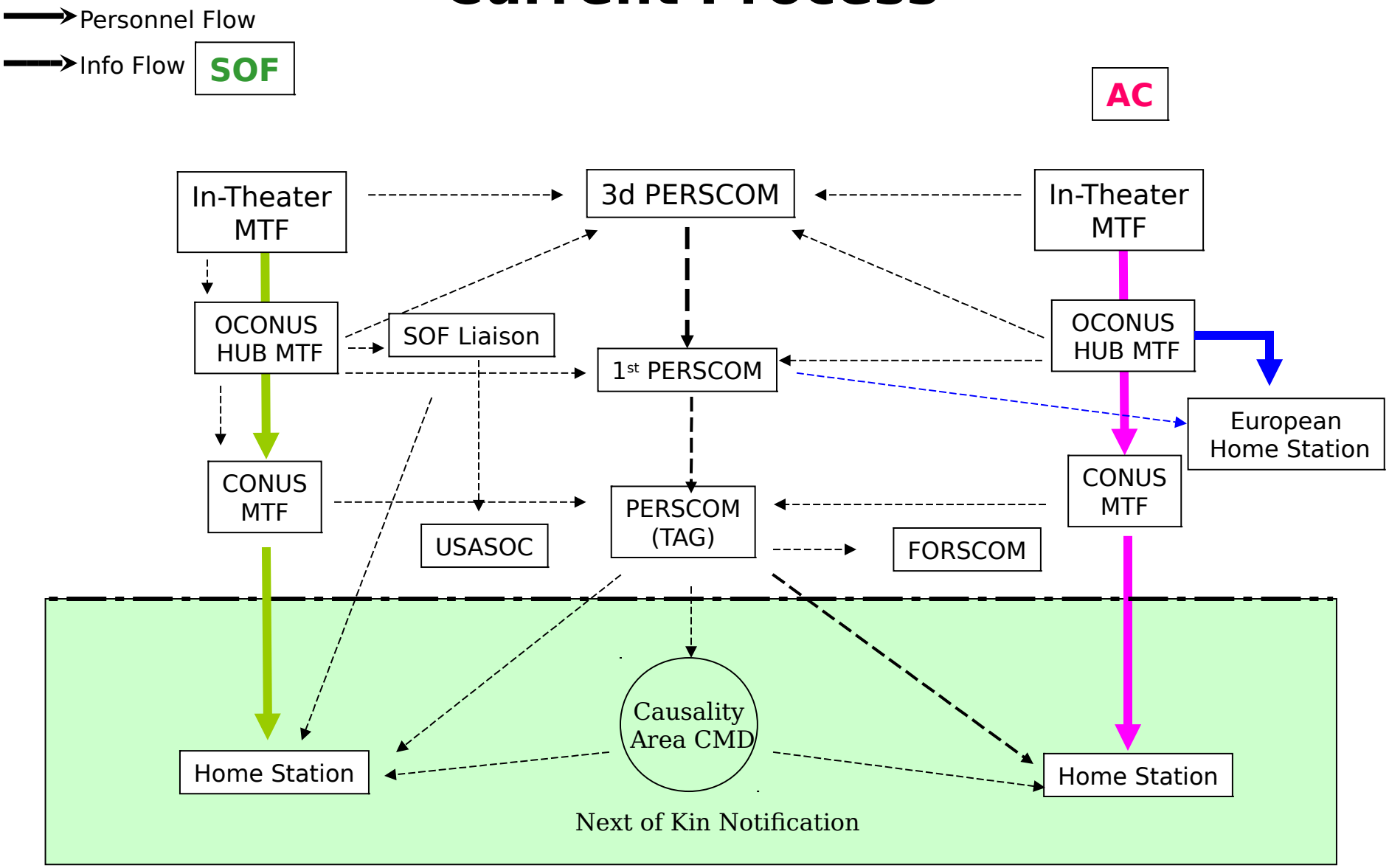
- Determine the impact of expanding current contract EAP services within various Army commands to all soldiers until 1 January 2004, to include 6 face-to-face counseling sessions per Soldier and family. Provide recommendation to G1 by 1 May 2003.
- Develop and staff formal Army request to OSD for modification to OSD staffing formula for FAP to accommodate increased workload based upon expanded mission and accurate population serviced figures, with subsequent increase in TOA from Congress.
- Review existing FAP caseload and deployed unit caseloads. Ensure that soldiers enrolled in FAP are reintegrated into FAP case management upon redeployment.
- Provide information materials to School Liaison Officers and SETS MOA signatories to assist with school age children understanding and adjustment to return of deployed parents.
- Conduct coordination with the Federal Interagency Committee on Education to distribute materials to schools to assist with school age children understanding and adjustment to return of deployed parents.

Commanders at all Levels

- Ensure that DCS requirements are completed.
- Ensure that Soldiers DA civilians returning from deployment, and their families, and DCS requirements, are properly tracked from in-theater to Home Station. The intent is to properly prepare Soldiers for redeployment, post deployment, and reconstitution, not to force Soldiers to participate in repetitive training and assessments due to poor record keeping.
- Ensure that Soldiers who experience redeployment related problems, regardless of their nature, are provided with the opportunity and resources to resolve the problems expeditiously.

Personnel Tracking - MEDEVAC

Current Process



Personnel Tracking - MEDEVAC

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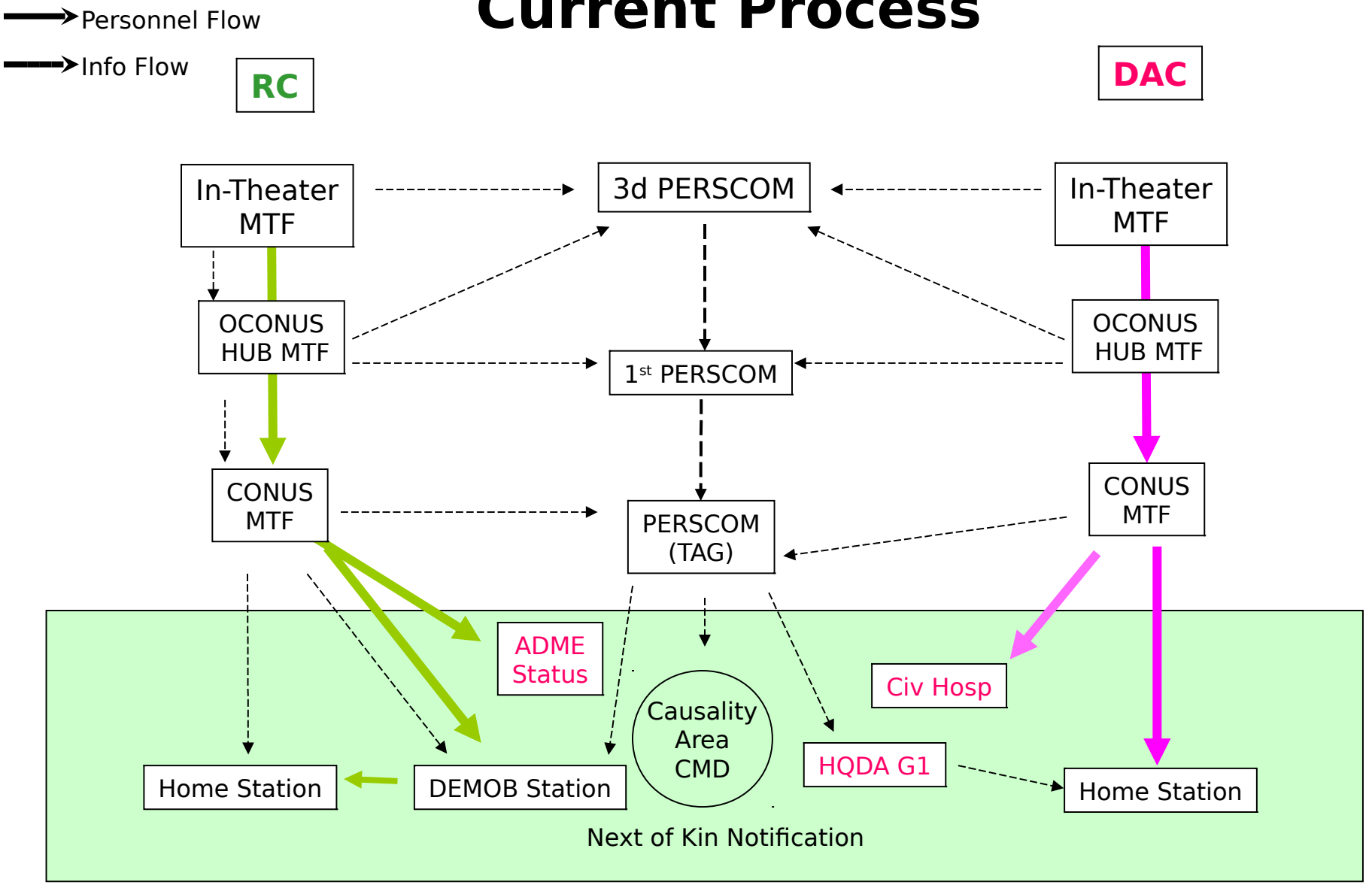


Personnel Tracking - MEDEVAC

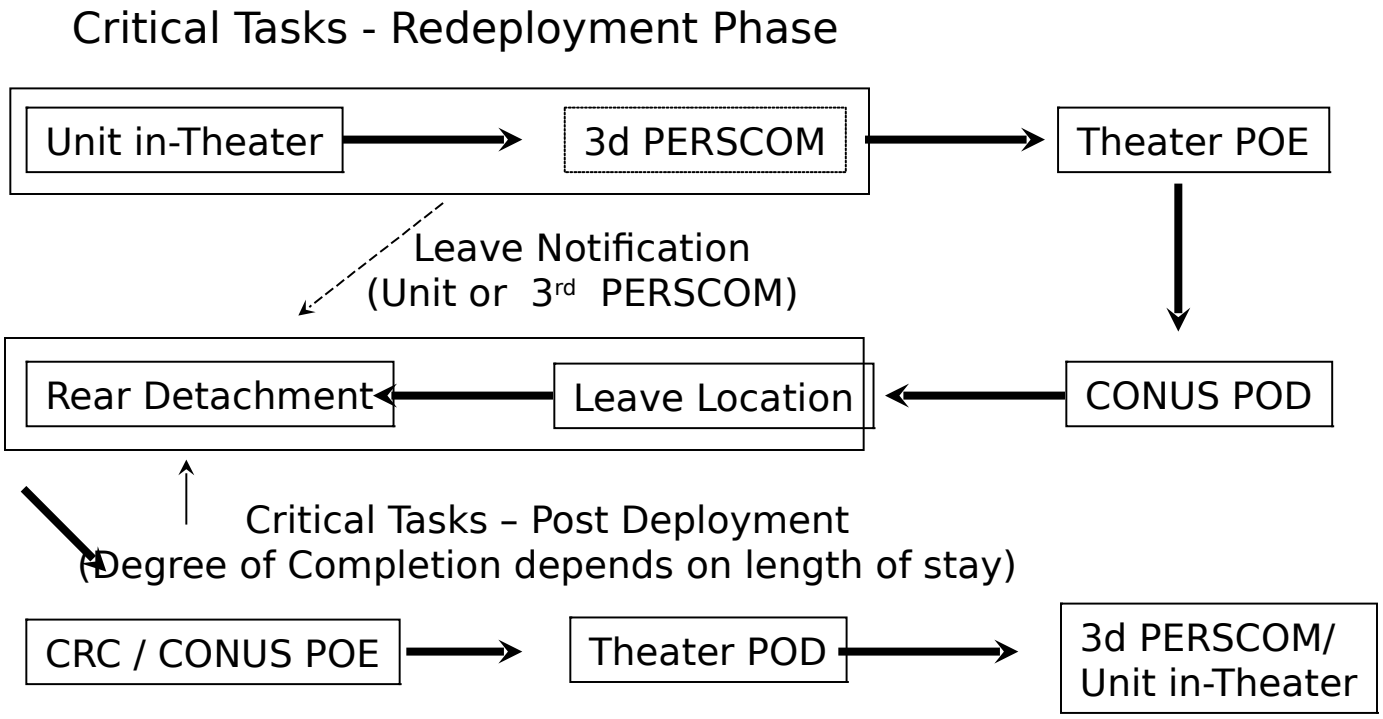
DCS Critical Tasks – Draft Breakout

Redeployment Phase (Contingent on length of stay)	MTF	Home Station
• TB (PPD) Test	✓	
• HIV/ Blood draw for repository storage	✓	
• Conduct reunion training	✓	
• Complete DD 2796	✓	
• Health threat brief	✓	
• Deployment medical record inserted in permanent health records	✓	
• Assessment of soldier distress level	✓	
• Recently acquired negative health related problems	✓	
• Begin reunion training	✓	

Post-Redeployment Phase	MTF	Home Station
• Execute reunion / homecoming ceremonies		✓
• Conduct Medical Review		✓
• ID single soldiers w/out support systems		✓
• Provide info for transition entitlements, legal rights and SSRCA		✓
• Conduct medical record review		✓

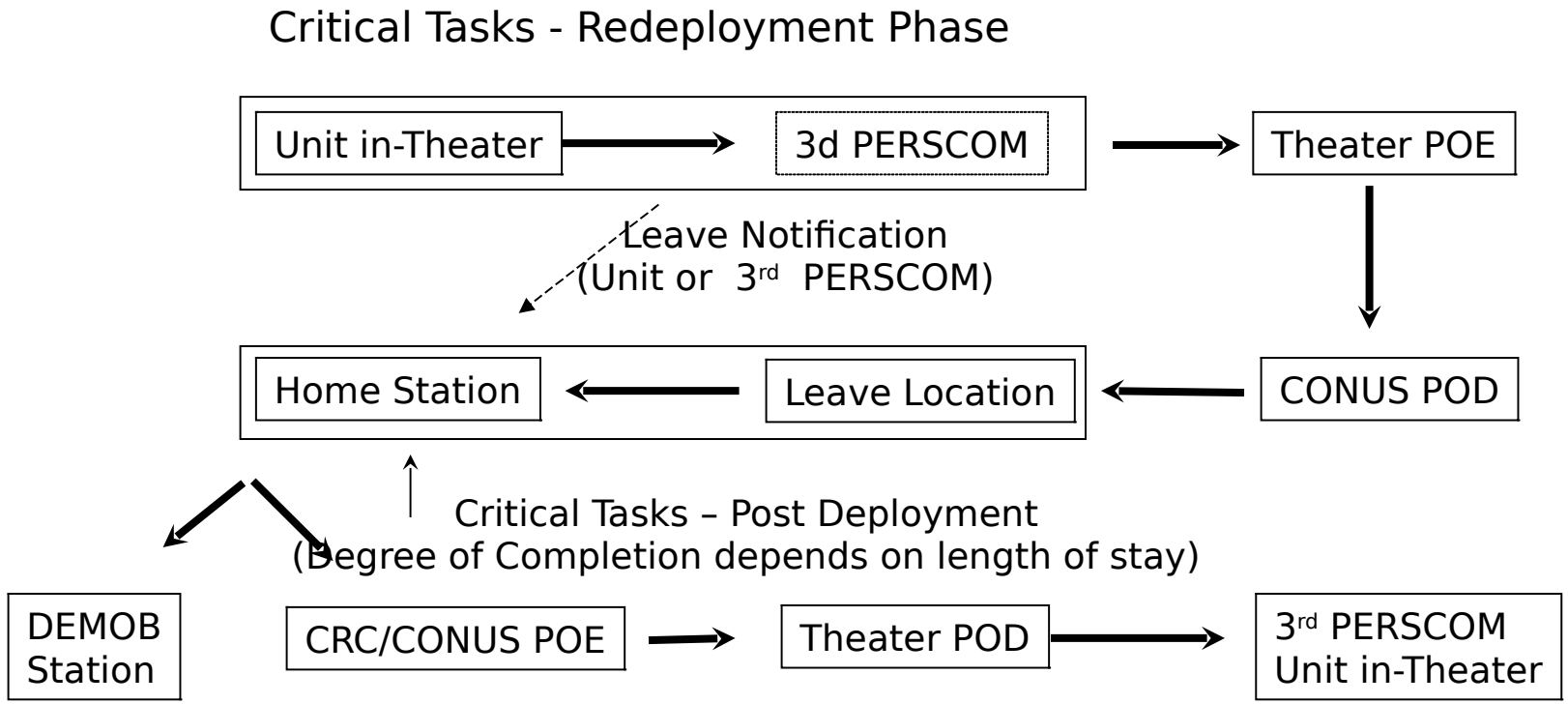
Personnel Tracking - Emergency Leave AC

Draft Process



Personnel Tracking - Emergency Leave AC

Draft Process



DCS Installation Surge Team

Team Composition

- Team Leader (from receiving installation) (1)
- Community Health Nurse (1)
- Health Benefit Advisor (1)
- Medical Augmentation (MD/PA/CNP)
  - 20 to support interview
  - 80 to support 100% physicals
- Behavioral Health Team (2 providers/
  1 NCO)
- Chaplains: (Team is 1 Chaplain/
  1 Chaplain's Asst)
  - 2 Teams (surge)
  - 1 Team (post-surge)
- JAG Team (2 attorneys/4 Legal Specialists)
- ACS Team (4 senior service managers)

Design Criteria

- Provide DCS Services to 1000 returning Soldiers
- Can be tactically tailored to meet specific installation requirements for skills, flow rate, etc.
- Supports desired 5-day arrival processing
- Team comprised of :
  - uniformed,
  - DA civilian, or
  - contract personnel

Surge: Day of arrival thru block leave

Post-surge: End of block leave thru arrival + 90 days

Resources

Backups

Initial Planning Guidance

CSA:

- Ensure that no soldiers coming back from the AOR slip through the cracks regarding redeployment screening, debriefing and processing
  - Not just units or individuals during normal rotations
  - Also individuals who are redeploying on emergency leave, etc.

G-1:

- "This is a personnel program,,,,,but it must be executed by the chain of command. If it's not, it'll fail."
- "Use Canadian/Brit model as start point"
- "Give unit commanders CD's to draw lessons plan, slides, etc."
- "Have for them *(the commanders)* SMEs to assist e.g. Chaplains, Medical Guidance Counselors, Lawyers, Doctors, Stress Management Workers, etc."
- "Effort starts in-country, before heading home, continues at home station for some number of days to allow the readjustment to start. Continues for some longer period of time in a less formal process."

Dir, HRP:

- Develop strategic plan, resources, & establish standards to include required timeframe
- Determine those events required for completion in each phase
  - Events may occur simultaneously in phase in different locations by different commanders
  - Synergy of what occurs within the purview of commanders and soldiers and what occurs with family members
- Transition between phases is event-driven (not time-driven)
- Develop resource-unconstrained initial plan

Assumptions

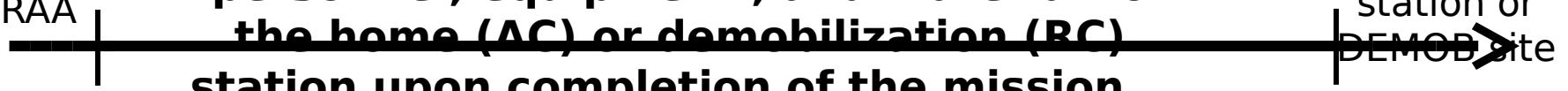
- Time for planning and preparation will be compressed with relatively short notice to execute
- All units return to their original duty stations in CONUS, Europe and the Pacific
- Unit integrity may not be consistently maintained throughout the deployment
- Redeployment, Post-Deployment and Reconstitution DCS tasks will be conducted for/executed by units, unit serials, and individuals
- Unit reconstitution will occur wherever possible throughout the process
- This will be an event driven process and completed as soon as practical

Assumptions (cont'd)

- Activities will be focused on the reestablishment of capabilities
- Incremental funding will be captured and reported
- RC units & soldiers return to reserve status as quickly as practical. Some RC units may be required to remain on active duty
- Continued operations and availability of lift ultimately determine timing
- CONUS-based Installation Surge Teams will be required
- External demands (Congressional, media, MACOM, DOD) and internal demands (spouses, family members) place additional demands on the process
- Some RC units or individuals may be called up to support redeployment & demobilization

Redeployment

Units and material reposture themselves in the same theater; transfer forces and material to support another JFC's operational requirements; or return personnel, equipment , and material to the home (AC) or demobilization (RC) station upon completion of the mission.



- Ensure units that experienced significant losses are not "fast-tracked" home
- Individual re-deployers – losing unit furnishes info to RDC and gaining command
- RC fillers and IRR soldiers remain with units as long as practical thru return to CONUS
- Email and telephone support in the RAA
- Commanders certify their unit completes tasks to first GO in chain of cmd
- Tasks occur in-Theater and at Home Station concurrently
- Tasks can be conducted early (ahead of phase) if situation permits

Post-Deployment

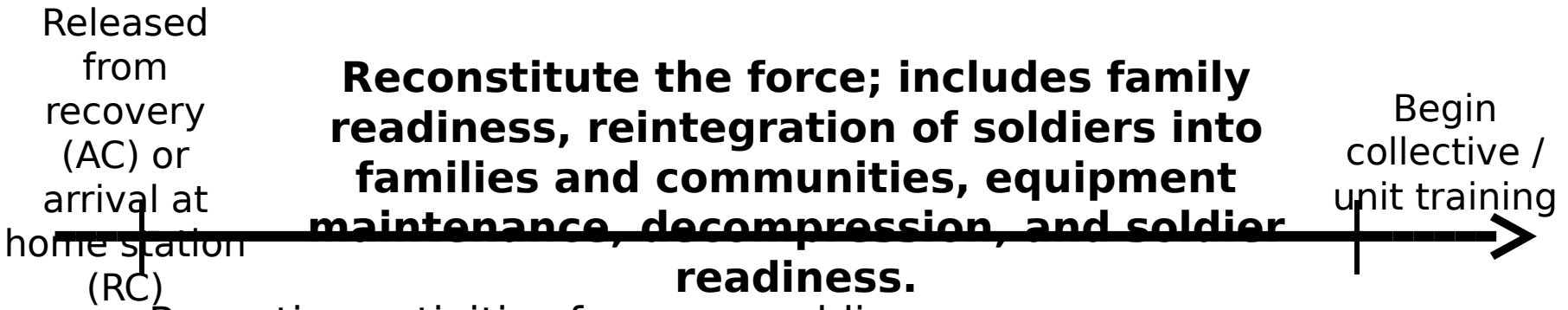
Begins with arrival at home station (AC) or DEMOB station (RC), includes actions to recover equipment, personnel and demobilization activities. Ends with release from recovery mission (AC) or arrival at home station (RC). Individual redeployment and demobilization processing (reverse SRP, medical screening, DCS process)

Arrival home station or DEMOB site

Released from recovery (AC) or arrival at home station (RC)

- RDC provides updated manifest to key local agencies
- RDC identifies potential Home Station issues and notifies incoming commander
- Conduct reception activities for every soldier
- AC units balance soldier reconstitution / integration with equipment recovery
- RC units complete demobilization and return / reintegrate back into community
- Gaining command completes tasks pending from previous phase

Reconstitution


Released from recovery (AC) or arrival at home station (RC)
Reconstitute the force; includes family readiness, reintegration of soldiers into families and communities, equipment maintenance, decompression, and soldier readiness.
Begin collective / unit training

- Reception activities for every soldier
- Gaining command completes tasks pending from previous phase
- Continued Health Care through Reconstitution and beyond
- Time off and predictable schedule are key enablers

Background

20 Sep 2001 USD P&R Memo
Subject: Mobilization/Demobilization Personnel and Pay Policy for RC Members Ordered to Active Duty - Addendum

p.3, para 4. (e) (1) *Members who have served in support of this contingency for more than three months shall be exempted from involuntarily performing AT for the remainder of the training year, or a minimum of 6 months (whichever is greater) and shall be exempted from involuntarily performing IDT for 60 days after release from active duty*

The unintended result of this policy is that the RC soldiers' Chain-of-Command will have no contact or authority over the soldier for the 60 day period immediately after Demobilization. In those

1-800 Line Deployment/Wartime Support

- **6 Face to Face Martial Counseling Sessions**
- **Deployment Educational Materials**
  - Staying In Touch When A Family Member Has Been Deployed
  - Preparing for Deployment
  - Helping a Child Cope with a Parent's Deployment
  - Coping with the Deployment of a Spouse or Partner
  - Ways to Support a Co-Worker or Friend whose Spouse has Deployed
- **War/Crisis Educational Materials**
  - Coping with Fear of Terrorism and War
  - Talking to Children about Violence and War
  - Planning for Emergencies During Times of War and World Uncertainty
- **Return and Reunion Resources**
  - Returning to Family Life After Military Deployment
  - Finding Strength in Family and Community

1-800 Line Deployment/Wartime Support (continued)

- **Support to Returning Warriors & Families**

  - Extension of Eligibility of demobilized IRR for Decompression Issues

  - Support materials to be distributed through One Source
    - Return and Reunion Guide for Marines and Families
    - Warrior Transition Brief
    - Family Return and Reunion Brief

Populations/Approximate Costs

1. Approve funds to provide 1-800 Ceridian services for deployed RC soldiers – **($1.5 M** for 68K soldiers)

2. Approve funds to provide 1-800 Ceridian services for deployed AC soldiers – **($2.9 M** for 132K soldiers)

3. Approve funds to provide 1-800 Ceridian services for deployed DA Civilians – **($20K** for 900 DA civilians)

4. Approve funds to provide 1-800 Ceridian services for all Soldiers (RC & AC) & DA Civilians– **($28M** for 1.2M Total Force personnel)